

TAB 3C BEST MANAGEMENT PRACTICES: POLICE SERVICES

As a principal analytical element of the regional service study, the MAXIMUS project team conducted a comparison of the Cities of Moline and Rock Island against generally accepted industry norms.

The practices have been developed over the last several years by various professional and regulatory agencies. These include, but are not necessarily limited to, organizations such as the American Public Works Association, the Government Finance Officers Association, the International City/County Management Association, the International Association of Chiefs of Police, the Police Executive Research Forum, the International Association of Fire Chiefs, the Governmental Accounting Standards Board, the Insurance Service Office, the National Fire Protection Association, the U.S. Fire Administration, the National Institute of Justice, and the various accrediting agencies. Over time, MAXIMUS has supplemented these standards with our own professional observations of well-running local governments.

It is important to understand the context of the best management practice analysis. The standards which we report in this document are both quantitative and qualitative. That is, they can either be numerical standards of work output or response, such as work cycles, or volumes of activity; or, they can be standards relating to the presence of good business practices, such as training procedures or work process standards. They are not intended to be definitive judgments of how well an organization performs; rather, they are guidelines which provide an overall view of an organization. They are not minimum standards; rather, they are what is usually expected to be found in a well-performing organization.

Prior to undertaking the analysis, we selected a limited number of performance standards to be used in the study from our large database of such standards. We selected those standards which relate specifically to questions relating to service regionalization and for which the Cities of Rock Island and Moline were mostly able to provide work volume and performance data.

Typically, in conducting this analysis, we find that a normally operating government is distributed around those standards. We usually to see about a third of the standards being exceed by the client, about a third being met, and about a third are below those standards. We have never encountered a situation in which a client exceeds every guide or fails to achieve every guide.

The most important observation of this analysis is that both cities generally met or exceeded the standards in a vast majority of the guides. This indicates that both cities are achieving high levels of performance with minimal resources. Where the cities were below the accepted guide, it appears that most of those instances related to the availability of resources and not work performance.

The following table presents the best management practice analysis for the Rock Island and Moline Police Departments:

INDUSTRY BEST MANAGEMENT PRACTICE	PERFORMANCE OF CITY OF MOLINE	PERFORMANCE OF CITY OF ROCK ISLAND
General Management		
<ul style="list-style-type: none"> The Department uses regular meetings to formalize management? 	<p>Command staff interviewees indicated that periodic meetings are held to discuss both management and operational concerns.</p>	<p>Command staff interviewees indicated that periodic meetings are held to discuss both management and operational concerns.</p>
<ul style="list-style-type: none"> Long range planning is accomplished in the Department. Managers use information to assess operational issues. 	<p>No evidence of long range planning emerged in the documents furnished or during the on-site interviews. The department has planned for a new police headquarters building.</p>	<p>No evidence of long range planning emerged in the documents furnished or during the on-site interviews.</p>
<ul style="list-style-type: none"> The Department's missions, goals, and values known throughout the organization. 	<p>The department's mission, goals and values are not contained as part of its annual report or in the city budget document.</p>	<p>The department's mission and goals form an integrated part of each year's Rock Island Budget Plan. It is uncertain whether they are widely known within the organization.</p>
<ul style="list-style-type: none"> The City Manager and City Council receive the information that they need to provide an on-going assessment of the performance of the Police Department. 	<p>The MPD provides a substantial amount of performance information in its annual report. Indications are that such information is available on an on-going basis.</p>	<p>The RIPD provides a substantial amount of performance information in its portion of the city's annual budget plan. Indications are that such information is available on an on-going basis.</p>
Organizational Structure		

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<ul style="list-style-type: none"> Agency maintains workload data that enables managers to determine the continued need for each organizational component. 	<p>The department does maintain substantial amounts of workload data by which the activities of components can be assessed.</p>	<p>The department does maintain substantial amounts of workload data by which the activities of components can be assessed.</p>
<ul style="list-style-type: none"> Resources are organized to meet the goals and objectives that are directed toward fulfilling community expectations and accomplishing the agency's overall mission. 	<p>The department's structure is aligned with community needs and its resources are devoted to accomplishing its overall mission. Indicators of this include the elderly services officer, its community policing officers and its substations.</p>	<p>The department's structure is aligned with community needs and its resources are devoted to accomplishing its overall mission. Indicators of this include its school liaison officers, its court liaison personnel, and front desk personnel.</p>
<ul style="list-style-type: none"> Authority, commensurate with responsibility and the work to be performed, is granted to each supervisory or managerial position. 	<p>Interviews with managers confirmed that they have the needed authority and responsibility to perform their jobs.</p>	<p>Interviews with managers confirmed that they have the needed authority and responsibility to perform their jobs.</p>
<ul style="list-style-type: none"> Agency fosters constructive informal relationships within the chain(s) of command that facilitate the timely flow of information and a better work environment. 	<p>Discussion with interviewees and general observations of inter-personnel behavior indicate that informal relationships are constructive and information is interchanged.</p>	<p>Discussion with interviewees and general observations of inter-personnel behavior indicate that informal relationships are constructive and information is interchanged.</p>
Patrol		
<ul style="list-style-type: none"> Calls for service are dispatched by priority, and less urgent calls are subject to holding. 	<p>Moline maintains a call prioritization system.</p>	<p>Rock Island maintains a call prioritization system.</p>
<ul style="list-style-type: none"> Agency uses procedures to manage the call workload so that not every call entails an immediate mobile response. 	<p>Moline's Communication Center may take some call via telephone.</p>	<p>Rock Island will refer some call to the Front Desk. In 2002 some 6600 calls were handled in this manner.</p>
<ul style="list-style-type: none"> Shifts are structured to overlap so beat officers can communicate about beat conditions. 	<p>Moline has 35 minutes overlap between shifts so that roll call briefings can be accomplished. But there is not sufficient time for beat officers from opposing shifts to communicate.</p>	<p>Rock Island has 15 minutes overlap between shifts. There is not sufficient time for communication between opposing shift beat officers.</p>
<ul style="list-style-type: none"> Distribution of personnel considers temporal 	<p>Moline does take workload variations</p>	<p>Rock Island does take workload</p>

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and geographic consideration.	into account when allocations decisions are made so that more officers work at the busiest times and in the busiest areas.	variations into account when allocations decisions are made so that more officers work at the busiest times and in the busiest areas.
<ul style="list-style-type: none"> Based on resource allocation data, officers are afforded an appropriate percentage of time for proactive policing 	Moline has not established formal targets for the utilization of patrol officers' time. Analysis of 2002 calls for service data indicates about 35% of patrol officers' time is being used on calls for service. This matches national informal guidelines of about 1/3 of patrol time should be spent on calls for service.	Rock Island has not established formal targets for the utilization of patrol officers' time. Analysis of 2002 calls for service data indicates about 30% of patrol officers' time is being used on calls for service. This matches national informal guidelines of about 1/3 of patrol time should be spent on calls for service.
<ul style="list-style-type: none"> To enhance investigations, patrol officers search for witnesses, collect physical evidence, interview suspects, run computer checks, and follow up leads within the time constraints of the call for service workload. 	Moline has not established formal guidelines for patrol case follow-up investigations. A primary barrier appears to be a lack of patrol time to respond to calls for service, engage in self-initiated patrol work, support community policing, perform routine patrol, and conduct investigations.	Rock Island has not established formal guidelines for patrol case follow-up investigations. A primary barrier appears to be a lack of patrol time to respond to calls for service, engage in self-initiated patrol work, support community policing, perform routine patrol, and conduct investigations.
<ul style="list-style-type: none"> A "book" is maintained for each patrol beat that includes information on land use and demographics, activities, problems, resources, and other items of interest about the beat. Beat books are updated and maintained on each shift and passed from shift to shift. 	Moline has no formal system for creating and maintaining beat books. This could be a feature of the police department's mobile data system that could enhance patrol officer productivity.	Rock Island has no formal system for creating and maintaining beat books. Such a system could enhance patrol officer productivity.
Investigations		
<ul style="list-style-type: none"> New investigators receive formalized training before being assigned to criminal 	New investigators receive on-the-job training.	New investigators receive on-the-job training.

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investigation.		
<ul style="list-style-type: none"> Agency uses case management and screening process. 	Unit supervisors use an informal screening and case assignment system. An automated case tracking system is used.	Unit supervisors use an informal screening and case assignment system. An automated case tracking system is used.
<ul style="list-style-type: none"> Performance Indicators for Investigations include: <ul style="list-style-type: none"> Percentage of all reported crimes that receive follow-up investigation Number of victims receiving some follow-up attention Number of suspects contacted/interviewed Arrest rates for those cases actively worked by investigators Rate of prosecution rates for those cases in which an arrest is made 	Moline currently reports on the number of crimes investigated by the Criminal Investigations Section by type, the number and percent of assigned cases that are cleared, suspended or active.	Rock Island reports on the number of cases assigned to its Major Crime section. Other figures include: burglaries reports, cases completed, burglary cases assigned, percent of cases cleared, percent of burglary cases cleared and several measures about crime scene processing and firearms seized/recovered.
<ul style="list-style-type: none"> Agency uses automated databases to store criminal information. 	Moline uses the county wide automated system to store criminal information and as an investigative tool.	Rock Island uses the county wide automated system to store criminal information and as an investigative tool.
<ul style="list-style-type: none"> Investigators are on call to respond to criminal investigations 	Moline investigators may be called to respond as needed.	Rock Island investigators may be called to respond as needed.
<ul style="list-style-type: none"> Agency analyzes closed cases to improve investigative techniques. 	There were no indications that closed cases are analyzed.	There were no indications that closed cases are analyzed.
<ul style="list-style-type: none"> Agency reopens old, closed cases using different investigators to try to solve those cases. 	Moline has no formal “cold case” investigation process, due to lack of time because of current caseload.	Moline has no formal “cold case” investigation process, due to lack of time because of current caseload.
Addressing Crime and Disorder Problems		
<ul style="list-style-type: none"> Crime and disorder patterns are tracked geographically by “beat”. 	The current information system allows tracking by beat.	The current information system allows tracking by beat.

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<ul style="list-style-type: none"> Agency diagnoses and acts to solve ongoing problems. 	<p>Interviews with command staff indicated an awareness of problems and that the agency does act to solve them.</p>	<p>Interviews with command staff indicated an awareness of problems and that the agency does act to solve them.</p>
<ul style="list-style-type: none"> Cross agency high level (chiefs, captains, and lieutenants from the two agencies) crime and disorder summits are conducted on a regular basis, to examine patterns of crime and coordinate bi-city intervention strategies. 	<p>Informal contact occurs as needed, there is no system currently in place for more structured high-level contacts between the agencies.</p>	<p>Informal contact occurs as needed, there is no system currently in place for more structured high-level contacts between the agencies.</p>
Use of Technology		
<ul style="list-style-type: none"> There is a master name query into the department's databases so that all contacts with a person are returned. 	<p>Moline uses the county wide RMS which does have a master name query function.</p>	<p>Rock Island uses the county wide RMS which does have a master name query function.</p>
<ul style="list-style-type: none"> The system is designed for point-of-transaction data entry. Data can be entered by the creator of the data by multiple means. 	<p>Moline officers can enter their own reports via car based mobile computers so that secondary data entry is unnecessary.</p>	<p>Rock Island officers can enter their own reports via PCs located in headquarters so that secondary data entry is unnecessary.</p>
<ul style="list-style-type: none"> Agency monitors the implementation of new technology to determine its success and unanticipated consequences. 	<p>Moline has monitored the implementation of its mobile computers in patrol cars and has made a number of changes to improve the implementation of this system.</p>	<p>Rock Island is beginning to plan to replace its radio communication system. It is also monitoring the mobile data experience of Moline in order to guide its own eventual mobile data implementation,</p>